



# Information Technology Services Review

Final Report to Council

June 29, 2021



**Perry Group  
Consulting<sup>Ltd.</sup>**

# About Us



# About Us



- Core team, previously Prior & Prior Associates for 10+ years
- In business as Perry Group since 2017
- Have grown from 6 to 20 consultants in 3 years
- All consultants bring CIO or Senior Manager level experience in a municipal setting
- Purely focused on municipal clients – 130 & counting



**Our mantra: *Building Better Municipalities***

# Our Services

- IT Strategy, Reviews and Planning
- Digital Strategy
- Business Solutions Assessments and Planning
- Business Process Optimization and Re-engineering
- GIS and Data Strategy
- RFP and Project Management
- Change Management
- Cloud Strategy
- Business Continuity and Disaster Recovery Planning
- Shared Services Strategies

# Drivers for Technology

Why is the ITSR important?

- Existing dependencies on technology (e.g. Tax billing, Program Registration, Payroll, etc.)
- Customer expectations  vs. 
- Staff expectations
- Community Growth

# Project Objectives

- Optimize existing processes and automate with the use of technology,
- Improve or re-invent the services provided,
- Extend outreach as a corporation to engage those we serve; and
- Empower our employees in the use of technology to serve both internal and external customers.

# Overview and Methodology

## Stage 1: Discovery

- Background review
- Staff survey
- Workshop, SCOR & Interviews
- Interviews with all Departments
- Technology and Online Services Assessments
- Review Cyber Risks & Vulnerabilities

15 interviews conducted  
50 survey responses  
Current state summary delivered

## Stage 2: Strategy

- Workshop to identify strategic priorities
- Working sessions to determine approaches, requirements
- Summarize future directions – key initiatives, goals & success measures

76 opportunities  
28 projects prioritized  
Review Final List with SMT

## Stage 3: Plan

- Develop implementation plan
- Develop supporting recommendations
- Deliver Draft IT Services Delivery Review Report
- Review & Revise Report based on feedback
- Present Final ITSR Plan to Council

Final recommendations and report delivered



# Findings

# Key Positives

- Confidence in ITC team – respected
- Capital Lifecycle Planning
- Adapting to WFH environment during Covid
- Moved budgets for licensing and hardware to ITC in 2020
- Utilize shared services (GIS, Laserfiche, eScribe, Cityworks, etc.)
- Recognize the importance of Cyber-Security

# Technology Assessment



# Summary of Current State

## Infrastructure

- Sound technology investments
- Limited planning for network analysis and expansion
- Cyber Security – good but more work to be done
- Disaster Recovery Plan initiated

## Business Solutions

- Lack of in-house Business Systems support
- Need for new enterprise Financial System, Payroll and HR systems
- A lot of data is captured on paper first and then entered into a system
- Lacks Business Systems architecture and roadmaps

## Integration

- Limited integrations in place
- GIS is a good place to start

## Customer Facing

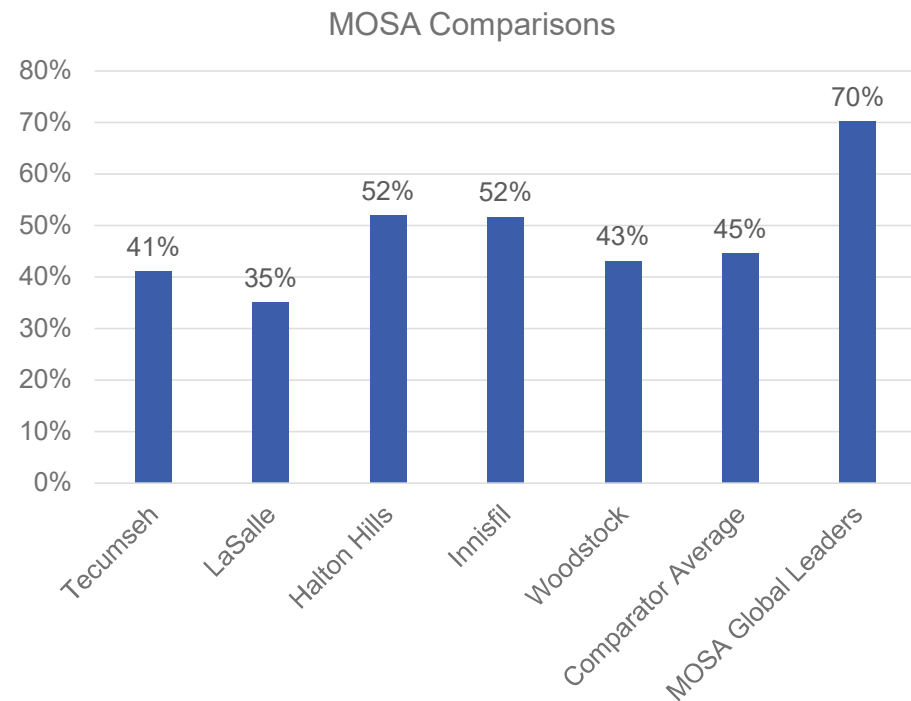
- Website is good, easily accessed
- Online program registration is available
- Internal online services not as strong

# Other Observations

- Workload capacity is a concern for all – “IT is very responsive but very overwhelmed,” calls get lost or forgotten
- Team is too lean
- Limited project rigor and control
- End-User Training is needed – hardware, network, business solutions, etc.

# Municipal Online Services Assessment (MOSA)

- MOSA identifies 48 customer experiences that could be delivered online in modern municipal organizations.
- External scan of web site and ability to find services.
- Helps track progress in delivery of online services.
- 2 comparator groups
  - Online global leading municipalities
  - Closer to home



# MOSA Results - Tecumseh

Customer / Experiences	Tecumseh
Modern Customer Experiences	Tecumseh.ca
Easy to use website	Y
Mobile website	Y
Personalization	N
Single Account	N
Submit a service request	Y
Track a service request	N
Mobile App for Town	N
Customer knowledge base	N
Online chat with CSR	N
Tweet for help	N
Online bid management	Y
Pay taxes online	N
Pay an invoice	N
Parking / infraction ticket payment	N/A
Parking permits / exemptions	N/A
Recreation program online booking	Y
Rent a facility	Partial
eForms	Partial
Open Data	N
Transit planning	Partial
Tax account management	Partial
Tax certificates	N

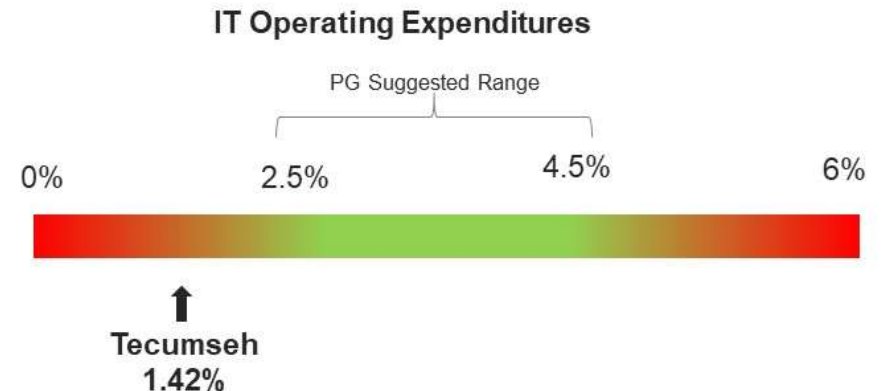
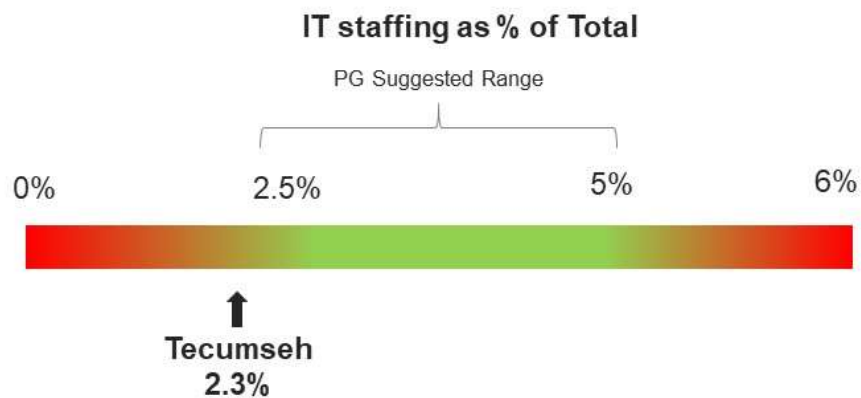
Score (Y=3, Partial = 1)	48
Potential Score	117
Percentage	41%

Customer / Experiences	Tecumseh
Modern Customer Experiences	Tecumseh.ca
Building permit application	Partial
Book a building inspection	N
Submit digital plans	N
Submit development application	N
Track development application	N
Employment search and applications	Y
Sign permits	Partial
Burn permit	Partial
Pet license	Y
Theatre tickets	N/A
Road closures	Y
Snow clearance status	N
Events calendar	Y
Filming permits	N/A
Business licenses	Partial
Council / committee web streaming	Y
Online agendas / minutes	Y
Grants programs	N
Council delegation request	Y
Site suitability / selector / vacant land	Y
Marriage License	Partial
Digital Signatures	N/A

# Metrics

## 2020 Financial and Staffing Metrics

Tecumseh operates significantly below the Perry Group recommended ranges for IT staffing and operating expenditures. The under investment in IT is one of the significant contributors inhibiting the Town's ability deliver the required services both internally and externally.



# ITC Department - Observations

- High expectations across the organization for leveraging ITC to improve their business and service delivery
- Departments indicated that they are looking for a “Business Relationship Advisor” or Business Analyst model from ITC
- Business needs to be more engaged in defining their requirements
- ITC needs to better understand department’s business and technology needs especially with Business Solutions
- ITC needs to effectively communicate to the organization the technology program, deliverables, timelines etc.
- Missing skills and expertise in ITC to align with business goals & requirements



# Recommendations

# Projects and Work Effort

Existing portfolio of current and planned projects was extensive, the new projects identified supplement and help support developing strong foundations for ITC.

Key initiatives recommended through the prioritization and the ITSR include

- IT Governance Framework
- Business Continuity / Disaster Recovery Plan
- IT Service Management (Help Desk)
- IT Business Solution Training
- Customer Service Request Tracking (in CityWorks)
- Financial system replacement (in existing capital forecast)

# Governance Project Highlights

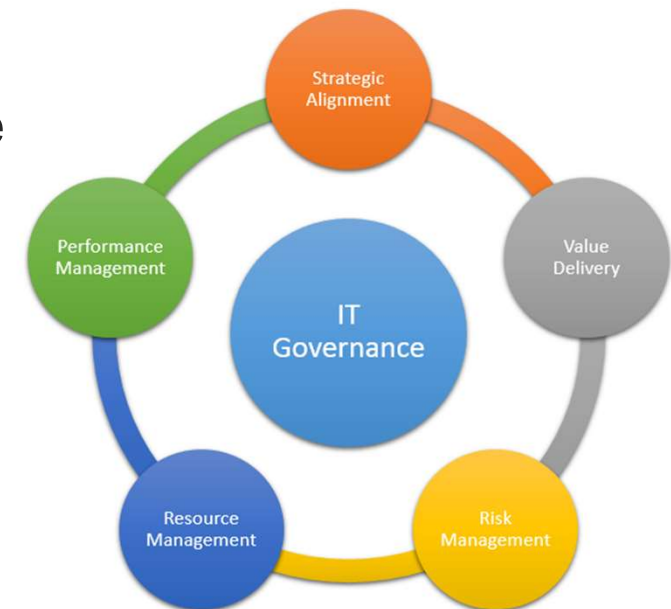
Corporate oversight and strategy to plan and control IT services to the organization

## Current/Planned

- Rural Broadband Task Force/Advisory Committee (current)

## New

- IT Governance Framework (2021)
- Digital Strategy (2021 – 2022)
- Cloud Strategy (2022)
- Content and Document Strategy (2022)



# Infrastructure Project Highlights

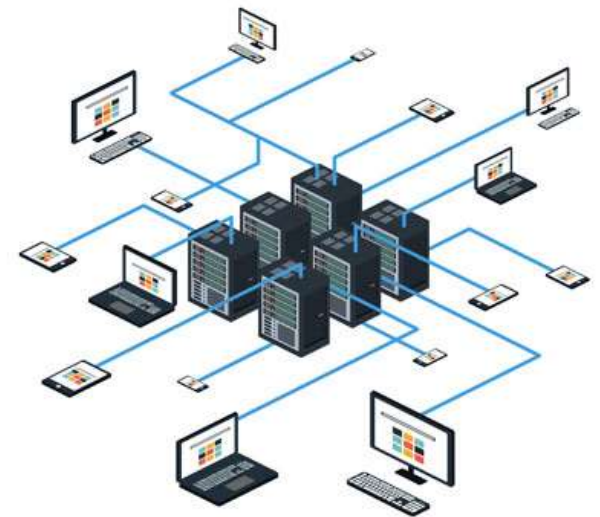
Centrally co-ordinated IT solutions that provide the foundation for enterprise activity

## Current/Planned

- SCADA Rollout (current)
- Bulk water/ fuel station upgrades (2021)
- MS Office upgrade (2022)

## New

- Business Continuity / Disaster Recovery Plan (2021)
- Radio System Replacement (2022)
- GPS/AVL Expansion (2022)



# Business Solution Project Highlights

Integration of business systems to utilize data assets

## Current/Planned

- ActiveNet rollout (current)
- Fire department software (current)
- TOMRMS/DMS (current)
- CityReporter Inspection Management (2021)
- Financial Software (2022)

## New

- IT Service Management (Help Desk)
- Customer Service Request Tracking- Cityworks (2021)
- IT Business Solution Training (ongoing)
- Building Permit Solution (2022)
- Planning Application Tracking (2022)

# Integration and Data Project Highlights

Integration of business systems to utilize data assets

## Current/Planned

- Flood Plan updates (current)
- GIS Open Data
- Cityworks Burnside API (2022)
- Street Photography (2021, 2023, 2025)

## New

- Data Analytics (future)
- GIS Roadmap (future)



# Customer Facing Project Highlights

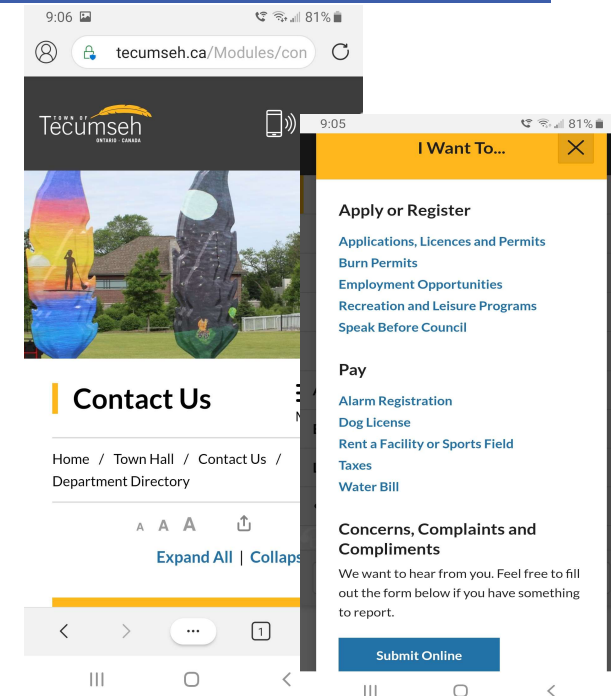
Digital and technology driven customer services and experience

## Current/Planned

- Forms and eCommerce rollout (current)
- eScribe webcasting and close captioning (current)
- On-Demand Transit (current)

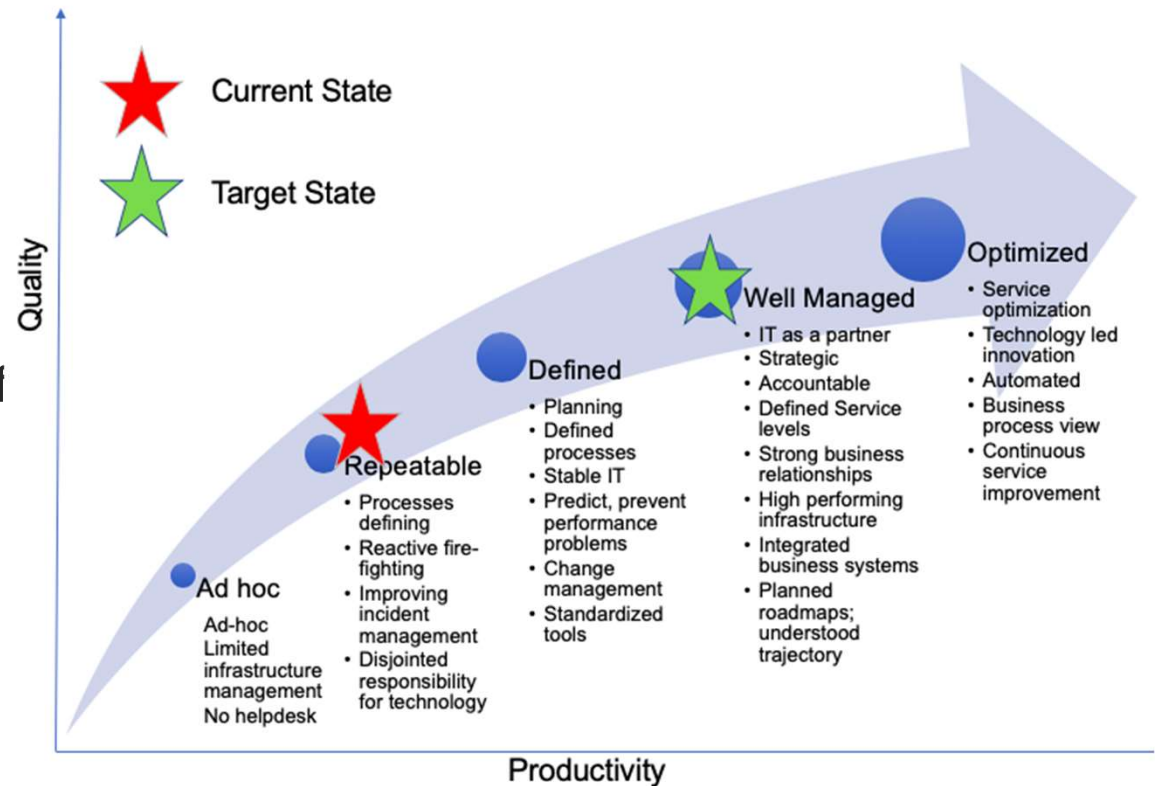
## New

- CityReporter Expansion (2022)
- Customer Relationship Management (2023)
- Website Refresh (2024)



# Expected Outcomes

- Improved efficiency of the workforce
- Improved effectiveness of policy making and decision making
- Increased cost effectiveness of service delivery
- Increased convenience of customer service delivery
- Increased connectedness and wellbeing of the community





# Thank You

Susan Chase  
[susan.chase@perrygroupconsulting.ca](mailto:susan.chase@perrygroupconsulting.ca)

Gary Walker  
[gary.walker@perrygroupconsulting.ca](mailto:gary.walker@perrygroupconsulting.ca)

Andy Will  
[andy.will@perrygroupconsulting.ca](mailto:andy.will@perrygroupconsulting.ca)

**Perry Group**  
**Consulting**<sup>Ltd.</sup>